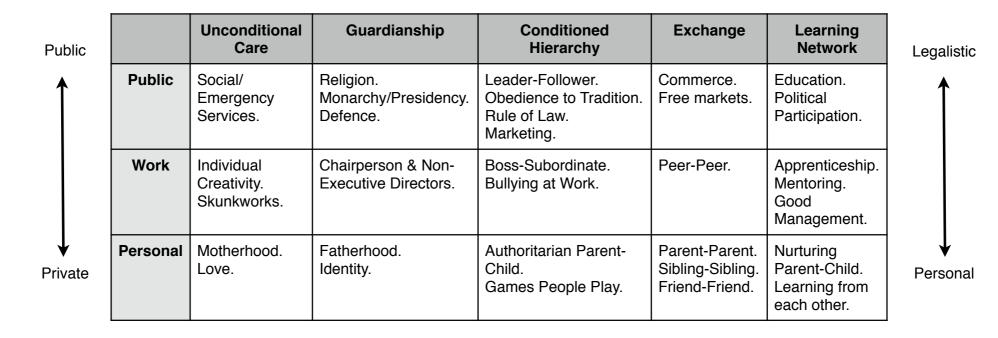
Moral Modalities



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Social Barriers to the Application of Systems
Thinking

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Key Question

Why do we ignore what we already know?

Albert Einstein defined insanity as:

- Doing the same thing over and over again and expecting different results.
- So what drives us to do that?
- If you never find yourself doing this, I congratulate you.
- You don't need to listen to the rest of this presentation.

Some Examples

- The Corporate Annual Budget Cycle.
- Giving up Cigarette Smoking.
- Dieting.
- Making & Keeping New Year Resolutions.
- Managing Health & Social Care.
- The Education System.
- Applying our knowledge of Systems Thinking to Solving Real-World Problems.

The Disconnect Between What We Know & What We Do

- Is This Caused By Original Sin?
- The Evidence Suggests Not :-)
- But a Contributing Factor Might be Disregard for Known Facts about Social Psychology.

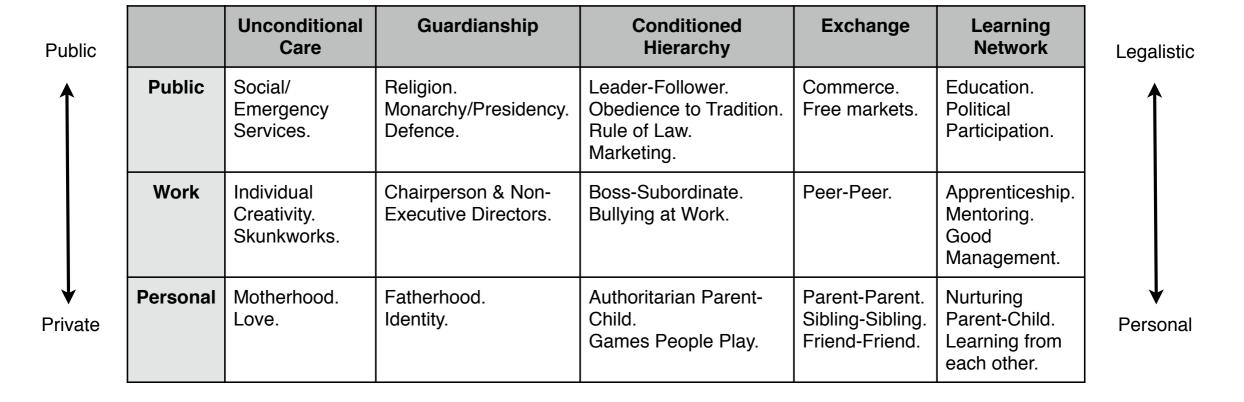
What Is Known About Social Psychology

- We are likely suppress our own perceptions if they conflict with those of our social group (Asch Conformity Experiments).
- We are likely to obey authority figures, even when we know this is causing suffering (Milgram Torture Experiment).
- Our decision-making is often based on quick rules of thumb that make little sense (Kahneman Thinking Fast & Slow).
- Even eye-witness accounts of events are extremely unreliable.

This Knowledge is Fragmentary & Difficult to Apply

- Scholars have uncovered this knowledge inside different disciplines.
- Somehow, even when we know about these matters, they do not apply to us, only to everyone else.
- Systems Thinker, Observe Thyself!

Moral Modalities



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A Multi-Dimensional Moral Philosophy Compliant with the VSM

- Unconditional Care System 1 to Algedonic Signalling
- Guardianship System 5
- Conditioned Hierarchy System 1 to System 3
- Exchange System 2
- Learning Network System 4

Moral Modalities in the Sport of Tennis

- Guardianship the Lawn Tennis Association
- Conditioned Hierarchy The Competing Players and their Fans
- Exchange The Referee
- Learning Network Sports Science
- Unconditional Care Charitable activities, looking after retirees, etc.

Monstrous Moral Hybrids

- Confusion between the Moral Modalities creates Monstrous Moral Hybrids.
- FIFA?
- Formula One Group?

History of Islam

- Exchange Muhammed was a merchant in a Trading City.
- Guardianship Muhammed and the Companions in Mecca.
- Conditioned Hierarchy The Migration to Medina, Foundation of the Umma, Conquest of Arabia and Beyond. The Schools of Law.
- Unconditional Care Zakāt.
- Learning Network The Sufi Tradition.

Adam Smith's "An Inquiry into the Nature and Causes of the Wealth of Nations"

- Exchange The Free Market
- Conditioned Hierarchy The Pin Factory

Thomas Kuhn's "The Structure of Scientific Revolutions"

- Conditioned Hierarchy Normal Science
- Learning Network Extraordinary Science

Geoffrey Moore's "Crossing the Chasm"

- Learning Network Early Adopters
- Conditioned Hierarchy The Other Side of the Chasm

Recognising a Conditioned Hierarchy - 1

- Fixed Authority Figures & Prestige.
- Power Hierarchy (Barry Oshry's Power and Systems).
- Clock Time.
- Aristotelian Rationality.
- Keep on Keeping On.
- Competition and Social Satisfaction.

Recognising a Conditioned Hierarchy - 2

- Use of Marketing Techniques to Promote & Maintain Membership.
- Works Well While Structurally Coupled to its Environment.
- Goes Unstable When the Structural Coupling Breaks Down.
- Tendency to Assume Working Harder Will Solve the Problem when the Structural Coupling Has Gone.

Recognising a Learning Network

- No Fixed Authority Structure.
- · Humour.
- Non-Linear Experience of Time.
- Socratic Enquiry.
- Feels Threatening to Members of Conditioned Hierarchies.
- People Join Because It Is "Cool".
- Easily Reverts to a Conditioned Hierarchy.

Conditioned Hierarchies Are Stores of Knowledge

- This is Why They Have Value.
- This Value Can Get Lost When a Conditioned Hierarchy Collapses.

Main Social Barrier to Adoption of Systems Thinking

- Being Inside a Conditioned Hierarchy Without Realising It.
- Confusing the Container (the Conditioned Hierarchy) with the Content (the Knowledge it Embodies).
- The Cure is to Learn how to Be "In the World, not of the World".
- Real Prosperity Consists of Being Able to Operate Knowingly in all the Cells of the Framework.

Questions?

Moral Modalities

Public		Unconditional Care	Guardianship	Conditioned Hierarchy	Exchange	Learning Network	Legalistic
	Public	Social/ Emergency Services.	Religion. Monarchy/Presidency. Defence.	Leader-Follower. Obedience to Tradition. Rule of Law. Marketing.	Commerce. Free markets.	Education. Political Participation.	
	Work	Individual Creativity. Skunkworks.	Chairperson & Non- Executive Directors.	Boss-Subordinate. Bullying at Work.	Peer-Peer.	Apprenticeship. Mentoring. Good Management.	
↓ Private	Personal	Motherhood. Love.	Fatherhood. Identity.	Authoritarian Parent- Child. Games People Play.	Parent-Parent. Sibling-Sibling. Friend-Friend.	Nurturing Parent-Child. Learning from each other.	Personal

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